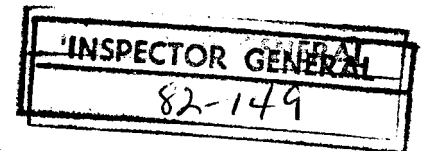


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MEMORANDUM FOR: Director of Central Intelligence 82-0597
VIA: Executive Director of Central Intelligence
Deputy Director of Central Intelligence
FROM: Charles A. Briggs
Inspector General
SUBJECT: Proposed Elimination of DCI Grievance Board

1. This memorandum outlines the origin of and our experience with the concept of a DCI Grievance Board as an appeal mechanism beyond the recommendations of the Inspector General. It contains a recommendation in paragraph 5 to change Agency grievance procedures by eliminating the Board.

2. Background:

In 1978, we undertook a study of grievance procedures in other Government agencies with a view to improving our own. Our goal was to ensure that the procedures available to our employees provided full and impartial examination and equitable resolution of employee grievances in the most efficient and least bureaucratic manner possible. As a result of that study, grievance procedures were revised in [redacted] on 21 December 1978. The revised procedures encouraged resolution of employees' grievances by line management at the lowest possible level. The position of Directorate level Grievance Officer was created to assist in this process. Also included among the new procedures, at the behest of then DDCI Carlucci, was a provision for a DCI Grievance Board. The DDCI wished to reinforce the perception among employees of extreme fairness of the procedures because of his concern that Agency employees, like those at State, might press for an in-house union. 25X1

As now constituted, a DCI Grievance Board is an ad hoc advisory board of three Agency employees selected by the grievant to review his or her case. Board members are chosen from an Agency-wide panel nominated by the Deputy Directors and the Chairman of the E Career Service and approved by the DCI or DDCI. Normally, a grievant may request a hearing by a DCI

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Grievance Board only after a case has been reviewed by my office.

3. Experience with Grievance Boards:

Only two DCI Grievance Boards have convened since the concept was introduced in early 1979. (During the period 1979 through 1981, there were 362 grievance cases processed in the Agency.) On one of the two cases, the then DDCI took a position between ours and that of the Board, issuing his own letter, modifying a written reprimand and permitting the employee to complete a research task within a prescribed period. The second case involved pecuniary liability for a shortage of about \$4,500. We were not asked to conduct an investigation, and the grievance process was somewhat strained in the name of fairness to allow an appeal to a decision made by the Board of Shortages and Losses (S&L). The Grievance Board upheld the decision of the S&L Board to hold the employee liable for the full amount.

4. Conclusions:

Morale factors are hard to assess. The Grievance Board option has not been required; it may be that the concept is still not widely known or understood within the Agency. We discuss it when we address groups in various training courses, and we explain the Grievance Board option to grievants. It is described in the Agency grievance regulation. But with only two employees having chosen a Board hearing since early 1979, we do not believe there is sufficient benefit to the Agency or to employees to justify continuing this somewhat cumbersome and little used mechanism.

Without the DCI Grievance Board, the multi-layered grievance system in the Agency offers a high degree of protection against overly bureaucratic or arbitrary decisions against the interests of employees. It is our experience, overseeing the Agency-wide grievance system, that equity is well and objectively served in the grievance appeal process, starting at the component level, proceeding through the Directorate Grievance Officers, and culminating if necessary in an investigation of all that has gone before by my office. I conclude, therefore, that the DCI Grievance Board is an unnecessary addition to the Agency's grievance procedures. Further, I do not see any movement internally to form an employees' union--which was the initial trigger by DDCI Carlucci to look for a double-indemnity mechanism beyond the Inspector General.

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5. Recommendation:

Based on the above discussion, I recommend

that I prepare a revision of the grievance regulation [redacted], eliminating the DCI Grievance Board concept from the Agency grievance system as an unproductive and unnecessary bureaucratic addition to a demonstrably equitable process.

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[redacted]
Charles A. Briggs

APPROVED:

William J. Casey - let
Director of Central Intelligence

8 MAR 1982

Date

*put off as you & E.O.
appear to have agreed*

OIG: [redacted] (2 March 1982)

25X1

Distribution:

Orig - Addressee

1 - DDCI

1 - ER

1 - IG Subject File

1 - IG Chrono

1 - [redacted] Chrono

25X1

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ROUTING AND RECORD SHEET

82-597

SUBJECT: (Optional)

Proposed Elimination of DCI Grievance Board

FROM:

Inspector General
6E08 Hqtrs. Bldg.

EXTENSION

NO.

DATE

2 MAR
1982

25X1

TO: (Officer designation, room number, and building)

DATE

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

Executive Secretary

RECEIVED

FORWARDED

3 1/2

3 1/2

2. EX DIR

04 MAR

25. DDCI

3/5

3.

4.

DCI
7E12 Hqtrs. Bldg.VH lec'd
5 March8 MAR 1982
WTC

4. For Approval

5.

Bob/Bill:

6.

Inspector General
6E08 Hqtrs. Bldg.

I talked to Chuck on this. While agreeing that we ought to do away with useless, bureaucratic entities, the timing may not be right. All employees throughout the government are uptight over reductions, assaults on their retirement system, social security, etc., etc., that March 1982 might not be the right time to spring it on our folks since they may read more into it than there really is or might think that we are putting the squeeze on their option to complain.

7.

8. Originator:

OIG
6E08 Hqs.

9.

10.

11.

12.

13.

14.

15.

Chuck agrees and would be more than willing to put this off for six months or so.

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JOHN N. McMAHON